

CASE STUDY

Real Estate Portfolio Manager |
Watch Tower

Scope: LATAM | ~ 2000 properties

Global Property Disposition Strategy

Content

- Managed end-to-end strategy and execution for complex property dispositions across LATAM region—leading directly while advising WHQ decision makers.
- Navigated high-stakes constraints (zoning, legacy listings, readiness gaps) across legal, finance, brokers, and field volunteer teams.
- Built repeatable enablement and stakeholder alignment to convert stagnant assets into predictable outcomes.

Challenge

- Properties stalled by deal friction, inconsistent sell-readiness, and misalignment across stakeholder groups.
- Legacy listings and market constraints (e.g., zoning limitations) suppressed value and prolonged time-on-market.
- Political and currency instability added complexity—impacting legacy property positioning and, at times, introducing volatility even within closing periods.

Actions

- Segmented portfolio by readiness and constraint type to prioritize interventions with the highest unlock potential.
- Built a national enablement model in **Mexico**: selected trainers, executed a train-the-trainer rollout, and launched online Moodle courses to standardize field capability.
- Repositioned value through targeted buyer identification—matching assets to the right demand drivers instead of default broad-market listing.
- In **Peru**, a creative approach strategy resulted in achieving “highest value use” for single qualified buyer.
- In **Uruguay**, reset buyer targeting and broker strategy to break a long-stagnant listing (7 years).
- Enabled legal and finance to remove closing barriers: trained legal on clean vs. marketable title and aligned finance on compliant, creative payment methods.
- Elevated field execution standards: broker selection criteria and property upkeep expectations to protect marketability.

Results and Impact

- Value unlocked: **Peru** property valued at ~\$200K, sold for \$1.4M through targeted buyer strategy + zoning pathway.
- Time-to-sale reset: **Uruguay** moved from 7 years on market to sold in 6 months by changing buyer targeting and broker approach.
- Portfolio velocity: achieved ~50% reduction in cycle time from “identified for sale” to “sold.”

Leadership Takeaway

- Stuck assets move when strategy meets enablement: define the buyer, clear the path, and equip the people closest to execution to win.